



402 The Role, Function and Culture of International In-house Counsel

Eric W Dorrestijn

Legal Director General Western Europe
Hewlett-Packard Nederland B.V.

Susan N. Flook

Group General Counsel
The Body Shop International Plc

Christopher R. Groves

Vice President Legal Affairs
Turner Broadcasting System Europe Limited

Faculty Biographies

Eric W Dorrestijn

Legal Director General Western Europe
Hewlett-Packard Nederland B.V.

Susan N. Flook

Susan N. Flook is general counsel for The Body Shop International plc, a British company. The Body Shop produces skin and hair care products and accessories, which are sold in over 50 countries mainly through a franchise system.

Prior to that she was general counsel–intellectual property for Diageo plc (formerly Guinness plc), an international company, producing, distributing, and marketing branded consumer products and services throughout the world. She was previously group legal counsel and company secretary for CPC (United Kingdom) Ltd, the UK subsidiary of the American multinational food manufacturer, CPC International Inc. (now part of Unilever). In this position, she covered not only the UK legal function but also CPC's European intellectual property work and certain acquisition and transaction work in the UK, Central and Eastern Europe, South Africa, Denmark, Holland, and Italy. She was also CPC's representative on the UK Food and Drink Federations' Food Law Panel and through that organization has worked closely on behalf of the food and beverage industry with Lacots, Trading Standards, and Environmental Health Officers throughout the UK and Europe. Prior to working for CPC, Ms. Flook was division attorney for The Coca-Cola Export Corporation in its Australasian and Central Pacific Divisions located first in Sydney and then later in Hong Kong.

Ms. Flook is a founding director and a past president of the ACC's European Chapter. She won the prestigious ACC Member of the Year Award in 1999.

Ms. Flook gained her arts and law degrees from Sydney University.

Christopher R. Groves

Chris Groves is the Vice President – Legal Affairs for Turner Broadcasting in Europe, the Middle East and Africa. Based in London he heads a team of seven lawyers and has responsibility for all legal matters in the region affecting all of Turner's channels and operations.

Prior to joining Turner, Mr. groves was Deputy General Counsel at Orange S.A., where he had responsibility for international and commercial matters for the Orange Group and headed a team of lawyers based in both London and Paris.

Chris received an MA from Edinburgh University, and completed CPEs and Law Society finals at the College of Law in Chancery Lane, and his articles at Norton Rose in the City of London.



WHAT MAKES ONE IN HOUSE COUNSEL MORE SUCCESSFUL THAN ANOTHER?

STEP BACK AND ASK:

- WHAT DO ALL COMMERCIAL ORGANISATIONS HAVE IN COMMON?
- HOW DOES A LEGAL FUNCTION FIT IN?

ACC Europe 2005 Annual Conference: Lawyers Across Borders:
Succeeding in Transnational Business

June 19-21, Conrad Hotel, Brussels, Belgium



WHAT ARE THE HARD SKILLS?

- POSSESSION OF CORE LEGAL KNOWLEDGE / TECHNICAL SKILLS
- UNDERSTANDING - THE STRUCTURE OF THE ORGANISATION
- THE NEEDS OF THE BUSINESS
- RISK ANALYSIS SKILLS
- COMMUNICATION SKILLS
- DEVELOP CUSTOMER LOYALTY AND TRUST
- BEING CLEAR ABOUT YOUR ROLE
- BEING A TEAM PLAYER
- ENTHUSIASM
- PROACTIVITY

ARE THESE ENOUGH?

ACC Europe 2005 Annual Conference: Lawyers Across Borders:
Succeeding in Transnational Business

June 19-21, Conrad Hotel, Brussels, Belgium



WHAT ELSE?

- SELF AWARENESS
- EMOTIONAL INTELLIGENCE
- BACKBONE/JUDGEMENT
- CHANGE MANAGEMENT
- ENHANCED COMMUNICATION SKILLS
- UNDERSTANDING THE CULTURE
- DISPLAYING A WILLINGNESS TO LEARN AND OPEN MINDEDNESS TO DIFFERENT VIEWPOINTS
- BEING AUTHENTIC

THESE ARE THE SOFT SKILLS

ACC Europe 2005 Annual Conference: Lawyers Across Borders:
Succeeding in Transnational Business

June 19-21, Conrad Hotel, Brussels, Belgium



RECIPE FOR SUCCESS

- LEVERAGING THE HARD SKILLS FOR THE BENEFIT OF THE BUSINESS
- DEVELOPING AND DEPLOYING THE SOFT SKILLS
- EMOTIONAL INTELLIGENCE CAN BE DEVELOPED
- CHALLENGING YOURSELF AND OTHERS
- HARD SKILLS ARE NOT ENOUGH ON THEIR OWN, NOR ARE SOFT SKILLS

ACC Europe 2005 Annual Conference: Lawyers Across Borders:
Succeeding in Transnational Business

June 19-21, Conrad Hotel, Brussels, Belgium



WHY DO SOME GET RECOGNITION AND OTHERS GET OVERLOOKED?

- LACK OF SELF AWARENESS AND EMOTIONAL INTELLIGENCE
- LACK OF TRUST BY THE BUSINESS EXECUTIVES OR COLLEAGUES
- CONTRARY SIGNALS INCLUDE:
 - COMPLACENCY
 - INABILITY TO RESOLVE CONFLICT
 - TOO CLOSE TO INDIVIDUAL CLIENTS
 - MOODINESS
 - BEING RISK AVERSE
 - SHIFTINESS

ACC Europe 2005 Annual Conference: Lawyers Across Borders:
Succeeding in Transnational Business

June 19-21, Conrad Hotel, Brussels, Belgium



STAYING IN TUNE WITH YOUR ORGANIZATION

- MEANINGFUL INVOLVEMENT WITH EXECUTIVE MANAGEMENT AND DISSEMINATION OF INFORMATION TO OTHER LEGAL TEAM MEMBERS
- MODEL THE TEAM TO FIT THE BUSINESS. IF IT IS A GLOBAL BUSINESS THEN THE LEGAL FUNCTION NEEDS TO REFLECT THIS
- RESPOND POSITIVELY TO CHANGE
- BUILD TEAM COMPETENCE AND KNOWLEDGE
- BEWARE THE "SUBMARINES"

ACC Europe 2005 Annual Conference: Lawyers Across Borders:
Succeeding in Transnational Business

June 19-21, Conrad Hotel, Brussels, Belgium



● **TIPS & TRICKS TO BEING A SUCCESSFUL IN-HOUSE LEGAL DEPT/COUNSEL**

- Some ideas to help to get a good profile and be successful as in-house counsel/in-house legal dept.

ACC Europe 2005 Annual Conference: Lawyers Across Borders:
Succeeding in Transnational Business

June 19-21, Conrad Hotel, Brussels, Belgium



1. Visibility

Ensure that people know and recognize you.

How:

- provide internal trainings on selected legal topics
- send out messages/memo's with updates on legal developments, impacting the business
- arrange that you will get the chance to speak on employee meetings/coffee talks
- develop programs, rolling-out class-room training on e.g. competition law

ACC Europe 2005 Annual Conference: Lawyers Across Borders:
Succeeding in Transnational Business

June 19-21, Conrad Hotel, Brussels, Belgium



2. Training

Providing know how to your internal customers enhances the legal work and lowers the workload

How:

- provide trainings/develop programs as described under Visibility
- focus on educating your non-legal colleagues whilst working with them on a specific project



3. Positioning

The right organisational position and stance towards the internal customer helps you to be recognized and respected.

How:

- reporting to CEO, also locally
- Legal as separate, independent Corporate function
- Select your people also on the ability to keep some professional distance to the business people (not just 'one of the boys')



4. Networking

In order to function effectively, you should seek the right allies and sources of info internally.

How:

- have regular meetings with your most important internal customers, to understand their business and show interest
- have regular meetings with your MD/CEO, to get inside info and build up a relation as trusted advisor
- focus on legal work coming from the top-layers of the organisation: this is the more interesting work, and gives you more credit
- establish long-lasting, trusted relations with some key-players in the organisation, people you can trust, get proper info from and with whom you can discuss/spar in case of difficult situations



5. Know how updating

The level of expertise should be accurate, up-to-date and relevant, and should be maintained.

How:

- allow/force your counsels to allocate time to train themselves on legal topics (make it part of their performance plan),
through post-doctoral programs, seminars etc
- assign somebody who will co-ordinate, make known and stimulate these know-how trainings
 - select people on their eagerness to learn;
- be very critical when selecting any training-programs, as time and money are scarce and there is a lot of rubbish



6. Tooling & Procedures

Clear internal procedures and proper automated tooling help to make effective use of your time.

How:

- establish clear working routines internally: filing-procedures, file-management, weekly overviews of files in progress, regular staff-meetings with pre-defined agenda, focus on discipline
- allocation of certain internal/external customers to pre-defined counsels
- establish intranet website, showing your organisation, how to contact, portfolio of services
- establish portfolio of contract-models, made available to the organisation for use, with instructions, to be put on the website



- What is the role and purpose of the General Counsel?

To be successful you must in the first instance understand that fully.



- **Build strong relationships with every member of the executive team not just the person you report to.**

ACC Europe 2005 Annual Conference: Lawyers Across Borders:
Succeeding in Transnational Business

June 19-21, Conrad Hotel, Brussels, Belgium



- Know the business intimately and make sure the business knows you.

ACC Europe 2005 Annual Conference: Lawyers Across Borders:
Succeeding in Transnational Business

June 19-21, Conrad Hotel, Brussels, Belgium



- **Ensure your team reflects the nature of the business, and that your team is fully aware of the business priorities and responsive to them.**

ACC Europe 2005 Annual Conference: Lawyers Across Borders:
Succeeding in Transnational Business

June 19-21, Conrad Hotel, Brussels, Belgium



- **Ensure your advice is practical, pragmatic and be prepared for some intelligent risk taking - never be academic!**

ACC Europe 2005 Annual Conference: Lawyers Across Borders:
Succeeding in Transnational Business

June 19-21, Conrad Hotel, Brussels, Belgium



- **Be prepared to stand your ground when that is in the best interests of the company even in the face of opposition of management.**
- **However the way you manage that will be crucial to your success.**

ACC Europe 2005 Annual Conference: Lawyers Across Borders:
Succeeding in Transnational Business

June 19-21, Conrad Hotel, Brussels, Belgium